



A Strategic Plan for Learning Prep School

Teaching and Learning in the Twenty-First Century

A good planning process produces goals, objectives, and strategies that are consistent with the school mission statement. It provides for continuous monitoring of external and internal environments, and it becomes part of budgeting and financial planning, and it requires consistent, continuous appraisal and revision.

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The Case for Strategic Planning*

Mission Statement

Learning Prep School provides an individualized language-based learning program in a safe, secure, and structured environment. This approach enables students to develop competency in oral and written communication. These competencies are integrated throughout the academic program, the life skills program, and positive social pragmatic work. As such, the students expand and enhance their understanding of core content knowledge, as well as the acquisition and refinement of skills required to navigate the challenges and avail themselves of the opportunities they will likely experience in life.

Teaching and learning is designed to develop self-confidence through inquiry, analysis, problem solving, and self-advocacy, enabling each student to have the competence and the confidence to accept responsibility for their own learning and their own actions. LPS graduates are young people of integrity who are prepared to take the next step in life and eager to contribute to the common good.

Learning Prep School

Strategic Plan

July 1, 2018 – June 30, 2021

Statement of Purpose: *Learning Prep School is committed to providing a high-quality educational experience for all students. With this commitment, a highly qualified staff, a well-formulated curriculum, and an infrastructure to support teaching and learning is essential. We are committed to the full implementation of the Department of Elementary & Secondary Education's approved Reconstruction Plan, with integrity and focus. This fidelity will assure the viability, the utility, and the future of the school, by strengthening and advancing the mission and the educational program of the institution.*

I. Educational Program

Goal Statement: *Establish the climate, conditions, and resources conducive to teaching and learning at LPS. Provide a codified, articulated, and sequenced curriculum for grades 3-12 and insure that instruction is responsive to the cognitive, social/emotional, and special needs of students.*

Objectives

- (A) To develop and implement a codified, articulated, and sequenced Grade 3 – Grade 12 Curriculum delineating the core content and essential skills for each grade level and subject.*
- (B) To develop and implement a classroom management system focused on student citizenship.*
- (C) To develop and implement a Transition Program that focuses on preparation for post-secondary education placement and opportunities for placement in the workplace.*
- (D) To develop an association with several similar 766 schools to promote opportunities for students to compete with each other in athletic competitions and to engage in activities to include the performing and the visual arts.*
- (E) To institutionalize best practices in teaching and learning throughout the educational program.*
- (F) To improve the quality and efficiency of instruction, technology will be integral to teaching and learning. A menu of technology hardware and software will be used to design curriculum, to enrich instruction, to advance learning, and to*

strengthen assessment and the application of data analysis, to refine and expand the range of instructional pedagogy and competencies.

(G) To review and adjust policies and procedures to align them with the mission statement and attendant programs.

II. Personnel

Goal Statement: *Establish, cultivate, and sustain a professional relationship between the school and staff that is based upon mutual respect, trust, and accountability to advance student learning and well-being.*

Objectives

(A) To fully implement a comprehensive annual evaluation system for all LPS personnel. This includes establishing annual goals as part of the annual review process.

(B) To fully implement the additional staffing as identified in the Reconstruction Plan.

(C) To provide timely and salient opportunities for staff to engage in professional development designed to advance teaching and learning, leadership, and the mission and educational program of the school.

(D) To establish a comprehensive search protocol designed to attract highly competent staff whose experience and expertise are aligned with the mission and the educational program of the school.

(E) To foster partnerships with higher education, the private sector, educational collaboratives, public schools, and other appropriate organizations to advance teaching, learning, and leadership.

(F) To develop a protocol and a timeline to assure a seamless transition with respect to the positions of CEO and CFO.

III. Infrastructure

Goal Statement: *Develop a maintenance plan and a capital plan that will provide the pathway and the resources required to maintain and improve the capacity of the facilities to support the educational program.*

Objectives

(A) To complete the upgrade of the facilities through a comprehensive approach designed to improve the teaching and learning environment by upgrading the interior appearance and utility of the buildings.

- (B) To complete the external appearance and utility of the campus to improve curbside appeal of the school and to advance the marketing of the school.*
- (C) To use the renovated greenhouse complex to advance the horticulture program as an integral piece of the educational program.*
- (D) To replace the trailer with a structure that blends with the building and grounds and provides the amenities required to support teaching and learning.*
- (E) To develop a protocol to address ADA improvements and compliance with attendant regulations.*

IV. Institutional Advancement

Goal Statement: *The office of Development, Marketing, and Alumni Relations and the office of Admissions and Marketing will assume a pivotal role and responsibility through budget support and program enhancement, not feasible through tuition revenue alone, by attracting and enrolling mission appropriate students, by advancing the reputation of the school, and by cultivating mutually beneficial relationships with the school's stakeholders.*

Development, Marketing, and Alumni Relations

Objectives

- (A) To maximize opportunities to supplement and complement the annual budget with grant funds and contributions to the annual fund.*
- (B) To identify, cultivate, solicit, and steward leadership donors.*
- (C) To initiate events, on and off campus, that raises funds, engage volunteers, and cultivate awareness of our mission and achievements.*
- (D) To create a family of publications, videos, and messages that are accurate and compelling reflections of the school's mission in action.*
- (E) To develop an Alumni Relations program designed to cultivate, nurture, and sustain a healthy and vibrant relationship with LPS alumni.*
- (F) To increase contributions to the Family & Friends Fund a minimum of 5% annually over the next three years.*
- (G) To increase the number of contributors to the Family & Friends Fund a minimum of 7% annually over the next three years.*

Admissions and Marketing

Objectives

- (A) To assure, to the extent possible, that applicants are mission appropriate prior to issuing a letter of acceptance.*
- (B) To accurately and assertively market the mission and educational program of the school.*
- (C) To design and implement a highly effective and efficient social media platform and presence.*
- (D) To expand and improve relationships with professional organizations and educational institutions throughout the region.*
- (E) To collaborate with the Development Office to design, promote, and execute events that engage LPS families, students, alums, staff, and friends of the school to foster a sense of community.*
- (F) To develop a marketing plan aimed at families that may have the inclination and the financial capacity to pay tuition, lessening the dependence on public schools to agree to support parent requests to fund their child's enrollment at LPS.*
- (G) To increase enrollment a minimum of 5% annually over the next three years.*

V. Finance

Goal Statement: *Ensure financial accountability for the school. Establish and maintain protocols and policies designed to secure financial stability through the efficient and effective use of funding resources that support the mission and the educational program of the school.*

Objectives

- (A) To secure a level of financial stability that will provide funding over the longer term to support a viable and robust educational program designed to prepare all students for substantive post-secondary opportunities and options.*
- (B) To increase the Family & Friends Fund at a level that may be invested to provide financial stability for the school over both the short and the longer term.*
- (C) To consider bonded indebtedness as a prudent option to support certain program initiatives and facilities renovations and upgrades.*
- (D) To maintain internal controls that employ generally accepted accounting principles and practices.*

VI. Community Relations

Goal Statement: *Strengthen relationships with stakeholders to ensure that all are working together to build the supports and resources required to advance the mission of the school.*

Objectives

- (A) To revitalize and strengthen a partnership with parents based on relational trust and mutual respect, a relationship designed to support school initiatives, programs, and events and to keep parents informed and engaged in the well-being of students, staff, and the interests of the school.*
- (B) To advance the respect and the reputation of LPS by maintaining an active presence in Massachusetts Association of Approved Private Schools (maaps), by participating in conferences and educational events focused on the interests of 766 schools, by cultivating and sustaining relationships with other educational institutions (schools, colleges, etc.)*
- (C) To seek and secure relationships with community organizations, small business and corporate entities, and philanthropic organizations to advance the mission, educational program, and attendant interests of the school.*

VII. Governance & Administration

Goal Statement: *Insure that the responsibilities of the Board and the Executive Director are consistently in alignment with NAIS (National Association of Independent Schools) protocols and practices.*

Objectives

- (A) That the Board, collectively and individually, will foster exemplary and appropriate conduct and communication among Board members, the Executive Director and senior administration, and all LPS stakeholders as defined by the NAIS Principles of Good Practice.*
- (B) That the Board and senior administration will engage in an annual retreat focusing on salient and timely challenges and opportunities for the school.*
- (C) That the Board and senior administration will engage in a review of the Strategic Plan, not to exceed a period of twenty-four months, making adjustments as required.*
- (D) That the Board, through the work of the Finance Committee, will continually monitor the annual budget, budget planning, and attendant financial operations*

to assure the short term and longer term fiscal accountability and the integrity and viability of the schools financial status.

VIII. Students

Goal Statement: *To ensure that students have the educational experience, competencies, and academic support and guidance to achieve their aspirations, to have meaningful and rewarding life.*

Objectives

- (A) To support students by ensuring that our programmatic resources and services are more integrated, seamless, and individualized.*
- (B) To develop a more robust and relevant program of career services that will provide transition opportunities, post-secondary placement, and career support that is highly responsive to the changing landscape for careers and the different conception of, and approach to, career preparedness necessary in today's world.*
- (C) To connect and strengthen student services and support to assist student's with successful navigation of their journey at LPS.*
- (D) To improve student retention and graduation rates.*
- (E) To design a vibrant and meaningful educational experience for second-year seniors.*
- (F) To provide opportunities for students to participate in a more robust program of athletics and activities.*
- (G) To enhance student voice by providing them with opportunities to engage in activities, events, and to serve on committees at the school.*
- (H) To fully integrate the new Student Citizenship program designed to develop student integrity, self-reliance, collaboration, and community service.*